

HOW TO INCREASE THE EFFICIENCY OF THE OFFICERS OF FOREIGN MISSION BOARDS.

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The prayer "Thy Kingdom Come" is, at last, becoming incorporated into the purpose and work of the Church. The preaching and planting of the Gospel of the Kingdom has become a world-wide movement, and challenges the attention of the nations. The Gospel is no spent force. It is a divine thought, a divine purpose, a living energy that grows steadily upon the world. It is at once the power of God unto salvation to every one that believeth, and the fuel to that faith which has "subdued kingdoms, wrought righteousness, obtained promises, stopped the mouths of lions." Intensive and unseen as its earlier leavening processes may be, for "the Kingdom of God cometh not with observation," its later growth and development, like the branches of the mustard tree, become extensive and far reaching. "I appoint unto you a Kingdom, as my Father hath appointed unto me," are words profoundly significant. As ministers to whom the word of reconciliation has been committed, and as ambassadors who have been commissioned "to go and teach all nations," we are utterly unworthy of so great a trust, and will prove hopelessly incompetent in our administration if we have not a profound sense of personal responsibility to Christ for the wisest prosecution of this work.

THE SECRETARIES.

The conduct of modern missions has grown to be a science, and has all the elements of a conquest. The efficiency of the Missionary Secretary, to whom is largely entrusted the responsibility of carrying on the work, will be increased by giving him time to study the one, and facilities for prosecuting the other. An enterprise, which though sometimes buried out of sight, can show a continuity of eighteen centuries has wrapped up in it principles and possibilities which call for deepest thought and widest consideration. Moreover, there are problems presenting themselves at the very threshold of the Secretarial office which demand solution; problems in polity, administration and finance; questions concerning the complete occupation of the field abroad, and the awakening of a missionary conscience at home; the creation of a constituency in the Church; the development of a missionary pastorate; the training of candidates, and last, but not least, personal growth in piety and spiritual power.

In attempting to grasp and guide such an enterprise, the time element is clearly one of first importance, and must be provided for by increasing the clerical force, or by enlarging the secretarial staff and better, perhaps, by doing both.

Dr. Henry C. Mabie, in a communication on the educational side of the Secretary's duties, remarks: "My own conviction is that a Home Secretary, in this country especially, ought to have fully one half his time free from office details for his own private study, general reading, and preparation of fresh and forceful missionary addresses. The tendency is constant for all men in these secretarial lines, traveling about from place to place, broken in their habits of study, to depend upon previous preparation rather than to be making new and strong addresses on fresh themes. Thus a man in spite of himself shortly stops growing; his duties become perfunctory and formal rather than real and vital."

A more graphic picture of the limitations under which we work could hardly be given than is found in the reply of one of our colleagues, who answered on the wing. He had been out of his office the most of June and July, all of August and half of September. He was visiting churches, synods, and conventions, talking missions and money, and seldom had an hour in which to think even about this theme, concerning which suggestions had been requested. He closed by saying, "I know just now of no other way to increase *my* efficiency except by employing an assistant or two."

The perils which grow out of such conditions are very real, and who among us is not confronted by them? There is great danger of superficial work, of abortive plans, of being snowed under by details, or of utter exhaustion of nerve force, mental energy and spiritual power, resulting in a condition of arrested development.

The following words from Dr. Judson Smith are to the point: "In our own Board, I think there should be a larger number of Secretaries, since the amount of work now devolving upon each one of us is in excess of that which any one man can render consistently with due attention on his part to the literature of missions and the development of thought in our day. A missionary Secretary needs to be in constant and closest communication with all the religious and intellectual life of the times, and should have enough leisure from official duties to meet well these special calls. I am confident that the point I have mentioned is of very great importance."

Libraries replete with missionary literature should be established and at his service; annual reports of other societies gathered, manuscripts preserved, and maps, charts, and current periodical literature furnished to his hand. These will increase efficiency, but for the most intelligent work they must be supplemented by visits to the field. There the Secretary can make personal study of missionary topography, decadent religions, reformed heathenism, changing ethnic relations and forces; and the habits of thought, social conditions and religious life, failures and triumphs of his field officer--the missionary--upon whom so much depends.

Again, the efficiency of the Secretary will be increased by visits to the mission field.

It is the part of true generalship to scrutinize every inch of ground that is to be contested. Von Moltke, it is said, before the inception of the Franco-Prussian war, had deliberately measured every metre of his own and the enemy's advance, weighed to a gramme every German knapsack, estimated that of every Frenchman, and computed to a fraction the latent fighting force of the Teutonic and Gallic armies.

The largest facilities and best equipment should be at the service of that officer of the Board, who is called to be a leader among men, who must exercise the highest functions of statesmanship; who must financier at home and administer abroad; whose work as an educator is to inform the mind, to arouse and sustain enthusiastic effort, and to incorporate the missionary principle in the heart and conscience of the Church.

The Hon. John W. Foster, ex-Secretary of State, after his return from China and Japan, in a conference with the Secretaries of the Presbyterian Board, remarked: "I advise a larger visitation of the missions, and closer personal supervision. There should be one Secretary on the field every year."

There is much in the suggestion, and it is evident that it grows out of a real demand for supervision by specialists since several of our most experienced Secretaries had already reached Mr. Foster's conclusion. One of them affirms it to be his deliberate judgment that "It is important that the Secretaries, especially the foreign Secretaries, should have opportunity frequently to visit the fields where missionary operations are conducted, so as to bring the administration at home and the work abroad into the closest possible relations." Another, Dr. A. B. Leonard, gives his views in the following words: "If practicable, the Secretaries should visit the fields of which they have charge, and study the situation on the ground, where the work is done. Boards would find it greatly to their advantage, and a saving of money in the end, to send Secretaries to foreign fields. The importance of this may be seen in the fact that the Boards depend almost exclusively upon the judgment of the Secretaries, and they need to be well informed."

This confirms our opinion that Episcopal visitation and supervision of a mission field does not satisfy the demand. If the visitation by the same Bishop were annual, and his supervision unbroken in continuity, there would be less demand under such form of government for personal secretarial superintendence. But the visits of Bishops are irregular, hurried, and rarely repeated. When great issues are at stake, such as a policy of self-support, which require sustained efforts to perfect and carry them out, the shaping hand of a permanent executive officer acquainted with every detail, both by repeated visitation and correspondence, is essential to success.

A Secretary is not warranted in making trips to a mission field for pleasure, nor should such a visit be an "autocratic tour, revolutionizing, tearing things up by the roots," but a journey, as Lawrence suggests, "for investigation, consultation, and encouragement." He should get off

of the railroad and steamship lines, and seek in the interim of annual meetings to realize the actual conditions under which both foreign and native agents do their work. By sometimes sharing the privations of those who are on the picket line, his horizon will not only be the wider, but his compassion for those who are perishing more Christlike.

The efficiency of the Secretary, in the next place, will be measured by **the working power of the organized force behind him.** His aim should be the **conversion of the entire Church into a missionary constituency.** I avoid the phrase "missionary constituency in the Church," as it is an implied acknowledgement of an element which is non-missionary. The existence of such an element in a body of Christian believers indicates not only an anomalous condition, but one that will ultimately prove fatal to spiritual growth and religious activity. The whole Church must be impregnated and fertilized by the missionary spirit. This is the great work to be done at home.

In his introduction to his latest book, "Christless Nations," Bishop Thoburn says: "I have no longer any doubt concerning the possibility of victory in the field abroad, but the Church at home is not prepared for victory, and has little thought of trying to utilize it when it comes.

"The Christians of the present generation, especially in England and America, are face to face with the most startling responsibility which any Christians have ever borne. They are not meeting this responsibility; they do not realize what it means. They should, by all means, gather all possible information concerning the foreign field, but in the meantime let them study their relation to the work. The present demand upon the home Churches may be considered heavy enough by some, but it is trifling when compared with demands which will soon come from the other side of the globe."

This statement from a great missionary leader who has the purview of two hemispheres seems enough, but when he adds in the body of the book that, "If the workers could be found ready to receive them, one hundred thousand candidates for baptism could be enrolled in India alone before the close of the present year," we are almost overwhelmed with the vastness of the problem. Other than God's help there can be but one recourse—the Church. Like the live oak of Florida, whose roots interpenetrate an area equal to its spreading branches, so must the Church at home give adequate nourishment to the work abroad. In it are gathered resources sufficient for the prosecution of any enterprise. The masses in the Church have not yet been enlisted, they must be organized into a praying, working and giving constituency. "A missionary paper in every home and a contribution from every member," should be the watchword. But such a constituency cannot be built up without the creation of a missionary conscience in each church member. A missionary church is necessarily made up of individual missionary units. These must be made sensitive, responsive, intelligent, and loyal. The missionary conscience grows out of a deep sense of personal responsibility to Christ for getting the Gospel preached to every

creature, and can only be created by the faithful preaching of the Gospel in its double relation to missions and our individual obligation. It is certain that "An intelligent, devout, and permanent constituency is, under God, the first condition of success in missionary work. It must be composed of men and women who believe in Christ's commission to the Church, who believe in their personal call to support the work, who pray for its success, and who are committed to its support for life." How are we to secure this constituency? Neither one secretary nor a score would be sufficient in a church of even one hundred thousand members, and yet some of us have to do with more than a million. We must look elsewhere to a providential agency for such work. We have not far to go.

The Lord of the harvest has placed in the pulpit his own agent for reaching the pew. This brings us to our next proposition. The increased efficiency of the Secretary in educating and organizing his missionary constituency—the Church, depends upon the development of a missionary pastorate. Of one thing the writer is certain, a pastorate that is not missionary will cripple both Secretary and Board beyond measure.

Dr. A. C. Thompson never wrote a truer thing than in his book on "Foreign Missions," where he says, "The Church that is not missionary in its spirit must repent or wane; the pastor who is not should reform or resign." The motive which impels a missionary church is the constraining love of Christ; its reservoir is a missionary pastor, who imparts as he receives from the divine source of supply. No church rises higher in evangelistic spirit than its pastor. In the education of the conscience of the church the pastor's position is strategic. He holds the key to the situation. We were unanimous in this conclusion when Dr. J. O. Peck, of New York, led in the discussion of this subject in 1894. So widespread was the felt need of profound emphasis at this point, that Dr. Willingham, of Richmond, Va., declared in ringing tones, "The question of to-day is how to get the pastors. If we do not get thorough missionary pastors at the head of our churches, we never will succeed. So much depends upon the heart and life and teaching of the pastor that we can take the churches and say what their contributions will be by naming the pastors of those churches in ninety-nine cases out of a hundred."

The following figures gathered by Rev. J. E. Adams, Secretary of the American Inter-Seminary Evangelical Alliance, brings out in strong light the necessity for a prayerful consideration of this crucial point in our missionary economy at home. Only 75 per cent. of Protestant congregations in the United States give anything to foreign missions. The average amount per communicant is 40 cents, or less than 1 cent a week. For every dollar given to this work \$14.34 is spent upon ourselves for "the single item of local congregational expenses." For every male missionary the church sends to the front, she keeps 66 to guard the base of supplies at home; for each of these men the

church sends down into the pit it takes 9,264 to stand around and hold the ropes. What a spectacle for men and angels !

How do we account for all this? A silent pulpit explains it. It has failed fully to declare the one great purpose of God in the redemption of a lost world, and the whole duty of man. So long as pastors omnibus all their collections, riding the foreign missionary cause in on the merits of some other benevolence, or open a missionary campaign with a chapter in apologetics, or appeal to the low motive of church pride, or rely upon mere gush and sentiment, we cannot hope for a missionary church. The home field needs subsoiling. The dependence of the Secretary is upon men who dare to set the coulter deep ; men who are far-sighted enough to plant acorns for oak trees instead of scattering a few seeds for morning-glories.

Our declining collections may be due as much to surface cultivation during the past thirty years as to hard times during the past three. If by the falling off in bequests from the few we are driven to a determined and persistent effort, through missionary pastors, to secure systematic and proportionate giving from the many, we will have made in missionary economics the greatest advance of the century.

I dwell upon this part of my paper as being of vital importance. Is the Church unwilling to accept the responsibility of her prayers? It would seem so. The Church prayed during the first half of this century for the opening of barred gates and the breaking down of barriers ; and during the second half for more laborers. In answer, the world field has been opened to us, on the one hand, and on the other, the young life of the Church pledges itself for service through the Student Volunteer movement, the Christian Endeavor, and Epworth League. But the Church fails to respond. "The recruiting office is closed," is the report of the Committee on the Home Department at the last annual meeting of the American Board, and it adds, "the explanation is found in the financial statement." Going back of the financial statement, and referring to page twenty-one of the Report of the Prudential Committee, we find the explanation. Out of 5,300 churches, 2,300 failed to make any offering for foreign missions. Nor is this true of the Congregational Church alone. In a recent appeal Dr. S. H. Chester calls upon the Synods and Presbyteries of the Southern Presbyterian Church to help him bring 1,100 non-contributing churches out of 2,700 into line. In the Methodist Episcopal Church, South, a careful analysis of the missionary collections, reported by over 5,000 pastors during the past four years, demonstrates beyond a doubt that they rise or fall in any given church with the pastor who may be appointed to it. While under episcopal supervision a larger proportion of churches may report collections, the pitiful average of 22 cents per member for foreign missions, gauges too well the spirit of both people and pastors.

How can the Secretary build up a missionary^{*} pastorate, and through it a missionary church? I reply, first, by enlisting the men who are already leaders ; and second, by educating the men in the seminaries

who are to officer the armies of the future. Dr. Mabie makes such an excellent suggestion concerning the first that I cannot forbear quoting him at length :

“ For too long the Secretary has been expected to raise the funds of the Society, whereas this might rather be the work of the pastors in the churches. The Secretary ought rather to be an educator of the pastors of churches in the large, both by his written articles and his public addresses ; thus he would become a fertilizer of the field, and not a mere gleaner in it. In my own work I have made great use, ever since I began, of frequent and widespread missionary conferences, holding for two or three days in a place. In these conferences I have sought to bring forward the most capable pastors, returned missionaries and other workers, for a presentation and discussion of the most vital Biblical principles underlying world-wide missions. In these meetings I have tried to hold myself, under God, personally responsible for the tone of the meeting, the character of the programme, and the general drift of teaching. I have sought to crowd up the participants in these meetings into a higher conception of things—a more purely Biblical conception—than they would probably have chosen but for my urgency. Some of these conferences have accordingly proved to be a revelation and a surprise to most of the people attending them. They have proved more interesting than people have expected, and they have had a reflex influence, surprisingly fruitful upon the local church and the home field. They have led to the one thing essential to the growth of missions, namely, the deepening of spiritual life.”

Why could not pastors themselves take up the work Dr. Mabie has outlined, and carry out the plan in rural districts too remote and too numerous to be compassed by the Secretary?

As to those who are to be the pastors of the Church of the future, and it is through these that we can do our best work, a wise statesmanship will begin the training in the home, carry it into the local church, continue it in the college or seminary, and complete it in the pastorate. By beginning this educational work in missions in the family and local church, where we will find the roots of all that is wholesome and permanent in Christian society, we not only secure symmetrical development, but avoid the distinction and limitations which so often separate theological students from the lay element in our institutions.

The Missionary Layman and the missionary pastor are complementary. I affirm it as a profound personal conviction to-day that we have a mission to laymen as well as to pastors. The one involves the other.

ADMINISTRATION.

The Question of Administration is so broad and opens up so many possibilities for improvement that the entire time given to this paper might have been devoted to it. I will barely mention a few points :

First :—Division of labor and distribution of responsibility between

two or more Secretaries. A clear understanding and definite arrangement in the outset as to administration of home or foreign affairs, or a wise division of the mission fields, will largely conduce to precision and efficiency, as well as prevent friction. The same is true of committees and sub-committees, as, for example, on candidates, languages, publication, finance, etc.

Second:—The Secretary should be *ex-officio* member of most, if not all, of these committees.

Third:—The officers of the Board should have their headquarters in the same city. Without this, prompt and co-ordinate action is impossible. Vexatious delays will so handicap freedom and precision of movement that serious miscarriage of otherwise well matured plans may result. The Secretaries and Treasurers of more than one Board in the United States are separated by great distances.

Fourth:—It is of paramount importance that the Secretary should give a large measure of time and thought to the formulation of a missionary policy. This should be deeply imbedded in the underlying principles of the Scriptures. In it he should adhere to apostolic methods, and only depart from the same where the changed conditions of a later age absolutely demand it.

Fifth:—Scarcely less important is the necessity for incorporating the policy and methods of the Board in the working life of the missionary. This should become as much a matter of conviction with him as with the officer under whose supervision he goes, and the indoctrination should begin at home upon the acceptance of the candidate, and, if possible, under the personal instruction of the Secretary. Unless the missionary goes forth with such an imprimatur he can hardly be considered an accredited agent. Diversity and confusion instead of unity along all great lines of movement will be the result of failure here.

Sixth:—Missionary comity, in the light of a century's experience, should be studied and practiced. A wise regard for this branch of missionary economics on broad Christian lines would have long since led to a masterly and complete occupation of the field. Nor could Lawrence have been able to say, "I have seen the spectacle of rival societies bidding against one another for both scholars and agents; planting weak churches side by side, while large country districts are neglected, and distracting the minds of native Christians by the enforcement of distinctions alien both to their thought and their history. In India thirteen different Presbyterian bodies are at work, usually in harmony, but sometimes in rivalry. A Presbyterian missionary, for instance, tells us of a case where, in one small town, besides a government institution, there are two Presbyterian boys' schools for the heathen, two congregations which might easily be self-supporting if united, and two girls' boarding schools in prospect."

A similar condition of things is true of Methodists in more than one field. How long shall we suffer this to continue?

Seventh:—The publication of a missionary journal with officers of

various Boards on its editorial staff. The object of this periodical to be the discussion of principles, polity and methods which vitally concern both work and workers at home and abroad. Such an enterprise may be postponed until the remote future, but I firmly believe the time will come when it will be undertaken. If launched in the spirit of that Christian fraternity which has brought us here, it will tend, as nothing else, to unify our forward movement, and help not so much to any attack by individual detachments as by an army of occupation upon the great missionary battle-fields of the world.

We opened the discussion of this topic by pointing out the necessity for time for the study of missionary problems and for a larger intellectual equipment. We close by urging that an adequate amount of time be given to the devotional study of God's word, and to personal spiritual culture. This matter is vital. Neglect at this point may prove fatal to our missions, our efficiency in office, and to our own souls.

Let us hear the testimony of a worthy colleague who speaks to us out of his heart: "Another limitation most difficult to guard against is the tendency to officialism, to become the mere engineer of a machine, rather than the inspiring leader of the churches on the one hand and the missionaries on the other. There is so much that is purely administrative—routine work—and it takes so much time, and often so much anxious thought, that he has little of either left for that which should be his highest use and most effective service to the church. More than this—for he is distinctly human—contact with the lower and formal tends to lower his own feelings, and unfit him for the higher exercise of his powers and opportunities. I speak it to my shame. I came to this office thirteen years ago, with the distinct conception that it should be a center of spiritual force and vital inspiration for our missionaries, for the churches, pastors, students and people. I have never lost the conviction, but I am often overwhelmed with confusion when I think how far short I have come, and do come, of the idea. My only excuse for thus lugging in my own experience is that I suppose it reveals a danger and limitation—often enforced—which is common to all."

Brethren, we who are called upon to feed others, must ourselves be fed. We who would impart life to others must ourselves be vitalized, and enriched daily with increasing measures of grace. The great organizer and master-builder of mission churches in the regions beyond continued steadfastly in prayer. In eleven out of thirteen of his epistles, the Apostle to the Gentiles gives "assurances of devout remembrances on his part." As he grew in prevailing prayer his missions grew in spiritual power. Brethren, let us with invincible faith claim the promise of the Father. We can afford to tarry in Jerusalem until the enduement of the Holy Spirit is ours, and then our prayers will be answered, as was David Brainerd when he said: "I long to be as a flame of fire, continually glowing in divine service and building up Christ's kingdom to my last, my dying moment."

THE TREASURER.

The efficiency of the Treasurership can be increased, in the first place, by recognizing the strong personal equation it involves. A heavy responsibility rests upon the Treasurer of a Board of Missions, and peculiar fitness is required for the position. His qualifications, in addition to those of piety, sterling integrity and a missionary spirit, should be a thorough training in business, a good stock of common sense, and capacity for financiering on a large scale. A mere accountant or book-keeper is unequal to the demands of a position where investments, as well as ways and means, call for wise, safe counsel. Such an officer should have that quality which Thomas Jefferson inherited from his father, a surveyor and successful man of affairs in the Commonwealth of Virginia, of whom it was said, "his judgment was swift, solid and unerring." But efficiency depends upon more than a personal equation.

Second, the office itself and the entire department should be raised to the dignity of a co-ordinate branch of the administrative service. By doing this the purview of work is enlarged, a sense of self-respect and of personal obligation created with the result of inspiring immediate effort at better equipment. Conscientious effort is always more efficient than perfunctory service. The transfer, moreover, from the Secretary to the Treasurer of all that legitimately and necessarily belongs to this department would increase the efficiency of both officers. We quote the opinion of the Treasurer of one of our largest Boards in regard to correlation of duties :

"I believe, sincerely, and I hope without magnifying the personal element, that the treasury departments of our Boards greatly need to be dignified and recognized as an important factor, not simply in the disbursement of a given amount of money, but in studying the financial problem, which is, after all, so large a factor in our work. I believe, also, that there is a tendency to lay upon Secretaries, trained peculiarly for other classes of work, an undue share of the financial problem, for the reason that their correspondence may be so filled with questions as to appropriations, buildings and kindred topics, that the financial view becomes the largest view to the missionary in his relation to the home office. I would be inclined to advocate a system which would study carefully the elimination of these problems from the habitual correspondence of the Secretaries, either through having a Financial Secretary, or, where the magnitude of the work did not call for this, throwing some of this work upon the Treasurer. I do not mean by this that the Treasurer should have the responsibility of decision, but that his duty, or the duty of a Financial Secretary, should be to scrutinize appropriations and summarize the relation of any new proposition to existing forms of work or expense."

Third, the officer should be brought into closer relation to the Board. The relation of Treasurer to the Board should be organic. While he

may be elected by that body and should be subject to its authority, he should, at least, be an *ex-officio* member. The largest sense of personal responsibility there cannot be without an organic relation, and conscious responsibility there must be when the duties of the Treasurer make it necessary that he should keep "an exceedingly careful and unremitting watchfulness and oversight of current receipts and expenditures ;" guard against the misappropriation of funds, give frank and timely warning in case of unwise expenditures, and see to it that funds are applied to the objects to which they were directed. In shaping the financial policy of the Board, in planning to meet emergencies, or in carrying out business measures by correspondence with financial agents abroad, there must be a relationship sufficiently strong to justify authoritative opinion and prompt action. No mere employee can speak with such authority. I would not advise, however, that responsibility should rest upon the Treasurer alone, but that it should be shared by a Finance Committee, which should direct and control all investments, loans and bequests.

In further support of these views I quote from one of our colleagues of large experience, Dr. A. Sutherland, who has served as Secretary and Treasurer :

"With us the Missionary Treasurer, although a member of the Board, is not an active officer—that is, he transacts no part of the business, and spends very little time at the Mission Rooms. After financial matters have passed the committee stage, the business is transacted almost entirely by the General Secretary. This holds true of all correspondence with the missionaries on financial matters, as well as of preparing estimates to be laid before the General Board at its annual meeting. I cannot say that I regard this as a good system. It would be much better, where the nature and extent of the work allows it, to separate entirely the secretarial work from that of the treasurer, and leave with the latter officer the complete management and control, in connection with the Board, of all the financial side of the question. Perhaps the weak point in such an arrangement would be this, that the missionaries would regard the Treasurer as a sort of commissariat general, whose sole duty was to send on supplies, and who had no right to interfere in the way of advice or supervision of expenditure. It seems to me, therefore that the relation of the Treasurer to the Board on the one hand, and to the missionaries on the other, should be such that he would have the right, not only to communicate with the missionaries on all matters of finance, but to speak with some degree of authority in regard to either forms or degrees of expenditure that might seem to him to be questionable or inexpedient. This would involve giving him a good degree of authority, but certainly not more than would always be given to the treasurer of any financial corporation. There is a business side to all missionary operations, and the business aspect is entitled to more consideration than it has received in the past."

Fourth, a more thorough and exact knowledge of the work that is to be done, and better facilities for doing it, will immensely increase efficiency.

The Treasurer should make a careful study of the mission fields, routes of travel to and fro, transportation of freight, rates of exchange, banking facilities, and conditions of finance peculiar to foreign markets.

He should not only be furnished with adequate clerical help, but should have facilities for securing reliable information from the field concerning self-support and native contributions, and be prepared to disseminate such intelligence as may stimulate interest and lead to systematic giving and larger collections.

The Treasurer could largely increase the income of the Board by personal cultivation of laymen in order to bring them into touch with missions, by keeping a watchful eye for legacies, by making wise investments, by the careful husbanding of surpluses and balances, and by the vigilant supervision of appropriations for rents, buildings and repairs. There are no points at which silent but fatal leakage can occur more readily than these last, and where the administration of an efficient Treasurer can be better demonstrated.

Fifth, the efficiency of a Treasurer is increased by the efficiency of his agents. Mr. Dulles has well said: "In regard to the relation of a Treasurer to missionaries, it is evident that his work touches them all from the time of their appointment throughout their entire career."

Careful instructions should be given newly-appointed missionaries concerning outfit, transportation, fluctuations of exchange, basis for estimates and appropriations, his method of bookkeeping, the financial policy and regulations of the Board, and their business relations to it and to the mission. These will bear their legitimate fruitage in an administration notable for clear-headedness and economy, both at home and abroad.

Sixth, a financial system is indispensable. While the formulation of any plan of operations must largely be shaped by the polity of the particular church or society, that of the American Board is a most admirable one. It requires that "Each mission shall annually appoint a Treasurer and Auditors, subject to the approval of the Prudential Committee; also Station Treasurers, who must be approved by the Mission Treasurer. Mission Treasurers are directly responsible to the Prudential Committee; Station Treasurers to the Committee through the Mission Treasurer. They are financial agents of the missions for their several stations, with powers and responsibilities in their locality similar to those of the Mission Treasurers. They must submit accounts to the Mission Treasurer, as he does to the Board's Treasurer, such accounts to be open to the inspection of the members of the Station. Station Treasurers should only keep small balances of funds on hand for current needs. All deposits should be held by the Mission Treasurer, and if of large amount and not temporary, should be transferred to the Treasurer at Boston."

Responsibility by this plan is distributed, yet the policy of a strong central committee is carried out and each agent kept under careful supervision. Efficiency and economy are admirably conjoined.

Lastly, an annual conference of Treasurers and Secretaries would give rare opportunity for discussing questions germane to this department, and might add a large measure of efficiency to our plans for the future. In fact, a half day of our Secretaries' Conference might be profitably devoted to such discussions.

DISCUSSION.

DR. WEBB: I do not think we can add anything to the value of the paper. That is not the object, I suppose, of the discussion; but there is one point in the paper—indeed, there were several—I want to call attention to, because it has been put in various ways in various resolutions already, and we seem to come back to it every time, and that is of vital importance, that the ministers in our pulpits should possess a missionary spirit. Now, we are complaining all through different denominations of our troubles and our debts, some not getting out, but going deeper; we are devising this, that and the other—papers, periodicals—something new, to try to awaken an interest in our missionary associations and societies. Now, it has seemed to me all along, and it does still, that there is just one thing to be done, and that is to arouse the ministers to the importance of this subject. When the ministers in the pulpit are awake to the conversion of the world, we won't need any more newspapers or periodicals, or agents, or anything, and we won't need any more money. There will be enough in the treasury. The matter was up before in connection with the theological seminaries, where the root of the trouble is very likely to begin, that there is not that effort made in the theological seminaries to saturate young men with the idea that wherever they are, no matter where they are, they are in that parish at work for the redemption of the world, not simply for the redemption of those in that parish, and that it is just as much a part of their business to take a contribution for the different benevolent organizations as it is to take a salary for themselves. What we want is to get hold of that matter, and in some way get hold of the ministers. Now, if we can only devise some way to bring ministers together, there is not one of them but would go away red hot. There would be sermons enough in every pulpit this year to do all that could be done, and all that ought to be done in the circumstances. But they are not here. They are interested in a thousand other things, but not in this as we are. Their minds are diverted, and what we want is to find some way to make an impression of the need of a new interest, an impression of the wretched lost condition of the world, and that it must be saved, and saved by a knowledge of Jesus Christ, and in order to bring that about the ministers must be interested. If you can devise anything to do that it is better than all the other means that we can arrange.

DR. KING: I heartily sympathize with the words spoken by Dr. Webb, and, as he has said, nothing can be added in addition to the paper presented. The question has been raised in my mind how widely the proceedings of this Conference are circulated. Personally, although

I have been connected with our Executive Committee, I have never seen a copy of the proceedings until I came here for the first time yesterday, and I want to express while on my feet, as this will be the last opportunity, my very deep interest in the proceedings of this Conference. It seems to me of great value, not only to the secretaries, but to the members of boards who are able to be here and to our missionaries on the field. But a great many of the papers here presented have to do particularly with the management of missions and the administration abroad. This paper that we have listened to at the close of the morning's session, especially the first part of it, has to do particularly with the administration at home, and with the deepening of the interest on the part of the pastors, and the enlargement of their sense of responsibility. Now, I want to speak, not simply as a member of the Executive Committee, but as a pastor in the field. I have long felt that there was a great deficiency among our ministers in real vital missionary interest. I do not know how many of our pastors will ever come in contact with the admirable paper which was presented this morning, and if it were in order I should like to move that the Committee on Publication of the Proceedings of this Conference be requested to put it into the hands of the editors of all our religious journals, especially the first part of that paper that was presented to us this morning. I think it would help in this matter, which Dr. Webb has suggested, of deepening and widening the interest on the part of the pastors. There is a responsibility there very plainly, very emphatically, very authoritatively, putting it on the shoulders where it belongs. It would help very much in creating wide missionary interest if many of our pastors could see that paper in print. I do not know what is customary on these occasions, but, if in order, I would make the motion to this effect: "That the Committee on Publication of the Proceedings of this Conference be requested that the first part of the paper read this morning be put in the hands of the editors of all our religious journals, with the request that it be printed in full, for the consideration of the pastors, for the increase of missionary zeal and interest on the part of churches."

DR. ELLINWOOD: I second this motion, and I hope we will regard this paper of sufficient importance to become a campaign document, and to be as widely circulated as possible. I do not think I have ever read or heard a better paper than that upon the subject referred to, and I think it would be just as good five or ten years hence as now.

DR. CHAMBERLAIN: I am afraid so.

The motion was carried.

DR. BLODGETT: Is a word in order in reference to the report? I am very thankful for the report as a whole. There was one point which the brother was forbidden to mention, and which one outside may mention, that he could not have written such a report unless he had been engaged in the missionary life, and had spent years in connection with the missionary life. He sees the thing on both sides, and perhaps

he might have suggested that among the missionary secretaries it would be well to have one who had experience in the mission field, and had seen both sides of the question. Another thing. A year or two ago we had from England a deputation of the Baptist Missionary Society. They had some difficult question to settle, and men who were forty, fifty, perhaps nearly sixty years old, put on the Chinese clothes and went into the interior, and spent a whole winter nearly in the interior visiting all the Stations, and I am sure that in their representations of the work in the home land they felt a great uplift—a great assistance from their intercourse with the missions, and seeing things face to face. I heartily approve the suggestion that was made of the frequent visits of secretaries. Some writer in the *Congregationalist* suggests that one Secretary of the Board should be in the field all the time ; that they change about so as to get familiar with things on the field. I am sure it would help them in their work at home.

